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account of the movement for closer relations among the states on the American continent, describes the organization of the International Bureau of the American Republics, and the efforts to establish close commercial relations among the American states. He thinks it an error to conclude that the Pan-American movement is one by which the United States is attempting to establish a hegemony over the other independent states on this continent, and argues that European countries should aim to establish among themselves relations similar to those established among the countries on the American continent.

Organisation des ministères des affaires étrangères dans un certain nombre de pays, by Baron Guillaume (Brussels, Goemaere), is a summary account of the organization of the foreign services in Germany, Great Britain, Austria-Hungary, the United States, Belgium, France, Italy, Russia, the Netherlands, Roumania, Sweden, and Switzerland. The author includes in his discussion not only the organization of the ministries, but also an account of the diplomatic and consular services; and treats of the appointment, advancement, and retirement of members of these services in the respective countries.

CURRENT MUNICIPAL AFFAIRS

WILLIAM BENNETT MUNRO

One of the most important of the various results achieved by the New York Bureau of Municipal Research is to be seen in the development of the official sentiment that has prompted the coming Budget Exposition. New York is the first American city to undertake, for the enlightenment of the taxpayers, an extensive public exposition of the way in which a budget is compiled. The various departments of the budget will be demonstrated by the use of diagrams, tables and charts; and wherever it is possible to do so actual materials and tangible illustrations of the things for which the city's money is spent will be put upon exhibition. Lectures will be given daily by various heads of departments and chiefs of bureaus explaining the intricacies of departmental administration and defending the expenditures under their control. It is planned, if enough public interest in the experiment is aroused, to make the budget exhibit an annual affair in the hope that it may draw forth profitable suggestions as to how money can be saved without impairing service. In any case the experiment is of the highest interest if only in the fact that it shows a new and welcome tendency on the part of the city government to take

the public frankly into its confidence and to offer unique facilities for the development of intelligent criticism. The step may well be commended to the attention of the financial authorities in other large cities.

In the August number of this REVIEW reference was made to the proposed establishment in Chicago of a permanent bureau similar to the New York Bureau of Municipal Research. The City Club of Chicago, which was back of this project, has raised the sum of \$130,000, which was considered necessary to maintain the bureau for two years, and has established a Bureau of Public Efficiency, among the trustees of which are Charles R. Crane, Walter L. Fisher, and C. E. Merriam. Mr. Herbert R. Sands, until recently an expert accountant of the New York Bureau of Municipal Research, is director, and Mr. George C. Sikes is secretary, of the Chicago bureau. The function of this Bureau of Public Efficiency will be: To scrutinize the systems of accounting in the eight local governments of Chicago, to examine the methods of purchasing materials and supplies and of letting and executing construction contracts in these bodies, to examine the payrolls of these local governing bodies with a view to determining the efficiency of such expenditures, to make constructive suggestions for improvements in the directions above indicated, and to coöperate with public officials in the installation of these improved methods, and to furnish the public with exact information regarding public revenues and expenditures and thereby promote efficiency and economy in the public service.

*The Chicago Police School.*¹ General Superintendent of Police LeRoy T. Steward of Chicago has recently inaugurated a systematic course of instruction and training in police methods for future new members of the police force. The experiment, which will everywhere be watched with interest, marks an innovation in police administration, crystallizing in many respects numerous efforts which have been made in different parts of the country toward bringing the municipal soldiery to a higher state of efficiency.

"The object of this school," writes Col. Steward, "is to train police officers before they are assigned to regular positions. Under the old method new men were attached to stations, where they acquired a certain amount of information or misinformation by mingling with, and listening to, quotations from experienced men. It is my idea that men

¹ This note is kindly furnished by Mr. T. L. Sidlo.

should have an opportunity to become theoretically acquainted with their duties before undertaking their actual performance. The first month will be fully devoted to theoretical instruction. The subsequent five months will be devoted to class work, combined with practical work. The initiates will be taken out for the latter purpose, in squads, and will be required to make reports, raids, searches, arrests, and, in a word, prepare themselves for all the duties that a policeman will ordinarily be called upon to execute; and so far as possible this will be done in actual service."

The courses of study, as outlined by Supt. Steward, are as follows:

- (a) The orders, rules and regulations of the police department, the keeping of records and making out of reports.
- (b) Traffic rules and regulations and the handling of traffic.
- (c) The ordinances of the city of Chicago applicable to the police department.
- (d) The laws of the state of Illinois applicable to the police department.
- (e) Procedure in courts of law and at coroners' inquests and the preparation and giving of testimony, including the holding of moot courts.
- (f) First aid to the injured and general sanitary and health regulations.
- (g) "Setting up" and gymnasium exercises and drill.
- (h) The care and nomenclature of the revolver and revolver practice.

During this period in this "police West Point" every Saturday is to be given over to reviews and examinations. No man is to be given a commission until he has satisfactorily completed this preliminary discipline.

The University of Wisconsin has issued an announcement of the "Institute of Municipal and Social Service" which it has established in Milwaukee. This step represents a new and promising venture which the University Extension division has made in the field of public service. Headquarters are to be established in Milwaukee and Professor K. G. Smith will be placed in charge as director. Two general courses will be offered during the winter of 1910-1911, one an evening course on "Municipal Functions and Problems;" the other an afternoon and evening course on "Philanthropy and Social Uplift." Both will consist of lectures and conferences in which the chief share of the work of instruction will be borne by instructors connected with the University of Wisconsin; but a number of outside lecturers will take part in the instruction as well. The meetings of both courses will be held in the Council

Chamber of the City Hall and enrollment is open without charge to all residents of the city who may desire to attend. An examination will be held at the end of each course.

The annual meeting of the National Municipal League will be held in Buffalo, N. Y., from November 14th to November 16th inclusive. The members of the League will be the guests of the Buffalo Chamber of Commerce and other organizations.

The March issue of the *Annals of the American Academy of Political and Social Science* contains a group of interesting articles on the general topic of municipal parks and recreation facilities.

The conference of municipal officials held at Schenectady, N. Y., during the summer was attended by more than 200 mayors and other city officers representing forty-two cities of New York State. The conference adopted a series of resolutions dealing with administrative improvements in city affairs, and particularly with reference to improved methods of protecting the public health. The next conference will be held at Poughkeepsie in June, 1911, and the meetings will be devoted largely to a discussion of the framework of municipal government in New York cities with a view to agreement on various desirable changes.

A Bureau of Municipal Research has been established in connection with the Boston Finance Commission and Mr. George A. O. Ernst has been appointed director, and Mr. Guy Emerson, former city engineer of Boston, has accepted the post of consulting expert. The bureau is supported by an annual civic appropriation of \$10,000.

An interesting new quarterly publication *The Town Planning Quarterly Review* has made its appearance under the aegis of the Department of Civic Design of the University of Liverpool, and affords interesting evidence of the extent to which the young and thriving universities of England are reaching out into the field of public service. The purpose of the new review is to explain, interpret, and comment upon city planning projects as these may come forth in the chief municipalities of various countries. The initial number is generous in the attention which it gives to the United States and contains a detailed description of Chicago's city plans and a survey of the Boston Metropolitan Park system. There is also a short bibliography of materials relating to city planning in America.

A recent bulletin issued by the United States Census Bureau is devoted to the question of American municipal indebtedness. The report is based upon the figures for the year 1908. The total indebtedness of the 158 cities having populations exceeding 30,000 amounted to about one-and-three-quarter billion of dollars, of which amount New York City was responsible for \$684,000,000 or approximately 40 per cent of the whole. Reckoned in terms per capita New York comes highest on the list, with a debt of \$157 for every man, woman and child within her spacious limits. Cincinnati takes second place with \$128, and Boston comes third with \$119. The fact that Galveston with a per capita debt of \$113 comes fourth on the roll seems to show that the home of commission government is not yet quite out of the woods so far as the financial situation is concerned.

The municipal authorities of Chicago concluded, during July, a new lighting contract of a comprehensive character. The contract calls for the provision of 23,000 street lights at \$22 each per year, a very marked reduction from the price formerly paid.

The William H. Baldwin Prize of \$100 offered annually by the National Municipal League for the best essay on a subject in Municipal Government will be awarded in 1911 to the undergraduate student in any American college or university who presents the best study of "The Administration of the Police Department in some city of the United States with a population of over 200,000." Essays must not exceed 10,000 words and must be sent to Hon. Clinton Rogers Woodruff, Secretary of the League, North American Building, Philadelphia, not later than March 15th. In the last competition thirty-nine essays were submitted from students representing seventeen different institutions.

The ten-million-dollar tunnel connecting Detroit, Michigan, with Windsor, Ontario, has been completed, the work having taken about four years. The tunnel has a capacity of about 3000 cars per day and besides greatly augmenting the transportation facilities of both cities, will incidentally make possible an eighteen-hour train service between New York and Chicago.

Messrs. R. T. Paine, Jr., of Boston, Joseph P. Cotton of New York, and Dr. Delos F. Wilcox, of the New York Public Service Commission, have been appointed by the National Municipal League to summarize the conclusions reached at various times by this organization on the

matter of municipal franchises, to study recent franchises granted by American city authorities, to compare these with former grants, and to recommend guiding principles for future use.

The Public Utilities Commission of Denver, after having offered the Denver Union Water Company the sum of \$7,000,000 for its plant and receiving a refusal, submitted to the voters of the city a proposal to borrow a somewhat larger sum for the construction of a municipal water system. At the election of September 7th the proposal was accepted by a large majority. A temporary injunction has been issued, however, restraining the issue of the new water bonds until their legality can be passed upon.

A recent number of the Louisville Courier-Journal contains an interesting description of the municipal farm maintained by Kansas City, Mo., and worked by city prisoners. Prior to the establishment of this farm the city incurred an expense of \$220 per annum for each prisoner maintained in the city workhouse. According to the figures given the city now makes each prisoner yield a profit at the rate of about \$120 per year and the general demeanor and conduct of the prisoners is distinctly improved.

There is to be held in November, in Galveston, a Commission Government Conference.

The *Schriften des Vereins für Sozialpolitik* contain, in recently issued volumes, a series of studies concerning the public enterprises of various cities in the different countries of Europe. The volume which is devoted to the *Gemeindebetriebe* of France and England is written by Professor Honoré Berthélemy and D. Knoop. Although not lengthy, the discussion is inclusive and interesting. Other volumes discuss municipal enterprises in the various German States, in Italy, in Australia, in Belgium, in Switzerland, and in Austria. A further series devoted to the subject of municipal finances is projected. The Municipal Library at Buda-Pesth has issued a series of bibliographical *Bulletins* covering various important phases of municipal administration in Europe. The bulletins are printed in French, German, and Hungarian.

Several interesting American publications in the field of municipal government have appeared during recent months. Among them is the

report issued by the New York Bureau of Municipal Research entitled *Business Methods of New York City's Police Department*. This report is based upon the investigation conducted into the affairs of the department during the winter of 1908-1909 (New York, 1910, pp. 212). The report is devoted, in the main, to conditions prevailing in the Bureau of Repairs and Supplies and does not deal to any considerable extent with the general administration of New York police.

Through the Macmillan Company Dr. Delos F. Wilcox has issued a handy volume entitled "Great Cities in America: Their problems and their government (New York, 1910). The book is an elaboration of an article contributed by Dr. Wilcox a year or two ago to the *Schriften des Vereins für Sozialpolitik* and presents a good elementary study of the government of eight large American cities, New York, Chicago, Philadelphia, St. Louis, Boston, Baltimore, San Francisco, and New Orleans.

A volume of selected readings on *The Commission Plan of Municipal Government* has been compiled by E. C. Robbins (Minneapolis, Wilson & Co., 1910).

The Dethronement of the City Boss is the title of a volume by John J. Hamilton (New York, Funk & Wagnalls Co., 1910, pp. 285). Despite its very broad title the book is devoted almost wholly to a description of the commission plan of city government as tried in four or five different cities, particularly in Des Moines. The author writes interestingly and is an enthusiastic advocate.

The Charities Publication Committee has published a useful and thoroughly practical treatise on *Housing Reform* from the pen of Lawrence Veiller (New York, 1910, pp. 213). The book is informing, clear, and replete with judicious suggestions.

The usual conditions of government in a middle-size American city are portrayed in *Memphis: A Critical Study of Some Phases of its Municipal Government*, issued by the Bureau of Municipal Research (Memphis, 1910, pp. 203).

Among foreign books on municipal government and administration appear the following recent publications: O. Tetzloff, *Die Schulden*

der preussischen Städte (2 vols., Berlin, 1909-10, pp. vi, 293; vi, 880); E. Bouvier, *Les régies municipales*. (Paris, Lib. Doin, 1910); W. A. Casson and A. Ridgway, *The Housing and Town Planning Act of 1909* (London, C. Knight, 1910, pp. 148); P. Hirsch, *Die Städteordnung für die 6 östlichen Provinzen der preussischen Monarchie* (Berlin, 1910, pp. 174); H. Jephson, *The Making of Modern London*, (London, P. S. King & Co., 1910); W. A. Willis, *The Law Relating to Housing and Town Planning in London* (London, 1910, pp. 243); and F. Zadow, *Der ausserordentliche Finanzbedarf der Städte*. (Jena, 1909, pp. 112).

Prof. C. E. Merriam of Chicago University, a member of the Executive Committee of the National Municipal League, and a member of the Chicago Board of Aldermen has been the chairman of a civic investigating committee which has rendered good service during the past few months in disclosing various unprofitable methods thitherto pursued in the city's administration.

An enterprise known as The Civic Advance Campaign has been undertaken by the Boston 1915 Movement and will occupy a share of its attention during the coming winter.

The eleventh annual report of the Brooklyn League, recently published, gives an account of the valuable work of this association for civic betterment. The illustrations of improvements, proposed or completed, add to the value of the volume.